

## **Appendix VIV**

### **GDA Language in Solicitations**

#### **Public-Private Alliance Solicitations: Issues and Some Initial Examples**

As noted in the M/OAA (previously M/OP) FAQs, there is no set method for designing such solicitations, but there are a variety of items one should consider in designs. First, one needs to determine whether a request for applications will be limited to only those that include alliances and whether there be a set limit on the amount of leveraging to be included in applications. Secondly, one should indicate in the solicitation the type of information applicants need to submit in support of the alliance portion (e.g. signed memoranda of understanding from proposed alliance partners, information on the responsibility and reputation of alliance partners, etc.) Thirdly, one needs to indicate the method in which potential alliances will be evaluated (e.g. feasibility of the alliance, broader programmatic impact with alliances, etc.). Finally, one needs to indicate the manner in which leveraging needs to be demonstrated (e.g., memoranda of understanding, a traditional cost-share/matching approach, inclusion in overall program budget with anticipated timeframes for leveraging inputs and programmatic impacts associated with leveraging, etc.) One also needs to be mindful of the revised guidance on cost-share/matching as found in AAPD 02-10. The above is not intended to be an exhaustive list, but rather examples of base information that should be in solicitations.

There have been various solicitations to seek applications with public-private alliances, such as the GDA Education RFA, the GDA APS and the Mali RFA. Please keep in mind that each of these was a first time attempt to incorporate public-private alliances into solicitations. We are still gathering lessons learned from these experiences, but are sharing the relevant portions of these early examples for operating units to build upon. When building upon these samples, it is important that one address the various points noted above. Sample portions from the GDA Education RFA, the GDA APS and the Mali RFA are attached as building tools.

*Example A:*  
FY2002 GDA Education RFA

#### **FY 2002: PUBLIC-PRIVATE ALLIANCE IN EDUCATION**

##### **Global Development Alliance**

The United States Government, as represented by U.S. Agency for International Development (USAID), Global Development Alliance Secretariat (GDA), seeks applications from foundations, U.S. and non-U.S. non-governmental organizations (NGOs), individual U.S. and non-U.S. (including multinational) private businesses, banks and other financial institutions), business and trade associations, international organizations including international financial institutions, U.S. colleges and universities, U.S. cities and states, other U.S. Government agencies, civic groups, other donor governments, host country governments, regional organizations, host country parastatals, philanthropic leaders including venture capitalists, public figures, advocacy groups, pension funds and employee-welfare plans. Applications are sought to address priority needs for education in lesser-developed countries. Sustainable programs that are built around critical education needs of lesser-developed countries, which demonstrate significant leveraging of non-federal resources and are presented jointly by more than one potential partner, will receive greatest attention. This RFA is issued under the authority of the Foreign Assistance Act of 1961, as amended. USAID

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plans to enter into a Cooperative Agreement with the selected partner(s) that meet the requirements of this RFA and that promise the greatest return on investment. The type of organization selected will impact the applicable regulations and policies to be used in the Cooperative Agreement award, i.e., for U.S. non-profit, 22 CFR 226 and USAID Standard Provisions will apply.

USAID reserves the right to fund any or none of the applications submitted in response to this RFA. The award will be made subject to the availability of funds.

All applications must address the items below, including attachments where requested. Reference to "Applicant" in this RFA is intended to mean the various organizations that constitute the proposed education alliance. The Evaluation Criteria in Section III may be used as a checklist to ensure that **ALL** criteria are covered in the application. Section D, below, provides more information on specific components.

**(a) Required components for all education alliance applications:**

- Application Summary
- Executive Summary
- Overview of the Applicant
- Program Description
  - Situational Analysis
  - Rationale for Program Approach
  - Specific Program Objectives, Interventions, and Activities
  - Performance Measurement
- Program Management and Structure
  - Organizational Structure
  - Human Resources
  - Contingency and Security Planning
  - Financial Management
  - External Program/Project Evaluations
  - Work Plan
- Budget and narrative, including Standard forms 424 and 424A (forms can be downloaded from the Internet:  
[http://www.usaid.gov/procurement\\_bus\\_opp/procurement/forms/](http://www.usaid.gov/procurement_bus_opp/procurement/forms/))

**(b) Required Attachments:**

- Organigram with names and positions of program relevant staff or indicate "to be recruited" where applicable.
- Brief resumes or bios of program relevant staff and position descriptions of staff "to be recruited".
- A draft Memorandum of Understanding which lays out the proposed roles, obligations, resources, and responsibilities of each member of the alliance including USAID.
- List of all contracts, grants, or cooperative agreements involving similar or related programs over the past three years. This should include the location, current telephone numbers, points of contact, award numbers if available, and a brief description of the work performed.

### III. EVALUATION CRITERIA

All applications that meet program requirement instructions and are prepared according to the instructions in the RFA will be evaluated based on the evaluation factors listed below. The Review Panel will be composed of GDA staff, other staff members from USAID offices

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with related interests and appropriate expertise, and possibly specialized technical reviewers from outside the Agency. Decisions are made based only on the information included in the application with the exception of information obtained through USAID's investigation of alliance partners to satisfy due diligence concerns and to consider past performance of the Applicant.

The following two factors (A. Program Planning, Feasibility, and Sustainability, and B. Partnership and Resource Leveraging) represent the evaluation criteria to be used in the evaluation of applications; both factors are relatively equal in importance. Subfactors are provided for additional clarity, but are not listed in any order of priority.

While the amount of funds being leveraged and the strength of the alliance is a strong component of the GDA framework, the technical merit and sustainability of any program remains a vital consideration. Selection of the awardee (and alliance overall) will be based on the overall impact of the program in total.

**A. Program Planning, Feasibility, and Sustainability**

- Situational analysis, problem statement and rationale for technical interventions are clear and compelling.
- Program objectives and proposed activities are clear, results oriented and attainable during the life of the program.
- Technical approach/activities and assessment plans are sound.
- Sustainability plans are viable. Plans include objectives and indicators.
- The Applicant has the potential to reach a significant number of new beneficiaries with new or improved services.
- The program has potential for replication or scale-up.
- The program has the potential to generate tangible results by the end of the agreement and the results are verifiable, measurable and consistent with the expected outcomes.
- The program increases equitable access to, and use of services by, under-served and disadvantaged groups and segments of the population, including girls and women

**B. Partnership and Resource Leveraging**

- The organization, with proposed alliance partners, has the potential capacity to take on an education program as detailed in the proposal.
- The project has the potential to result in strengthening local partners and partnerships.
- The approach draws on expertise, funding, and other resources from a wide array of organizations to ensure a well-rounded program with far-reaching results.
- Draft MOU clearly delineates risks and contributions of all proposed alliance partners.
- Proposed management structure is suitable for the implementation plan.
- Partner(s)' past performance provides clear indication of knowledge and ability to succeed.
- Substantial leveraging of non-federal resources.
- Budget and/or narrative demonstrate partners' participation in planning.
- Ability to secure non-federal resources well documented.